DOCUMENT RESUME

ED 037 614 AC 006 434

TITLE	Solving the Crisis in Our Cities. Report to Business, No. 2.
INSTITUTION	American Business Press, Inc., New York, N.Y.
PUB DATE	Mar 69
NOTE	31p.
EDRS PRICE	EDRS Price MF-$0.25 HC-$1.65
DESCRIPTORS	*Business, Dropout Programs, *Economic Development, Employment Programs, Housing, *Industry, *Inner City, Job Training, *Manpower Development, Negro Businesses, Recruitment, Special Services, Urban Renewal

ABSTRACT

This booklet contains a sampling of corporate programs designed to help alleviate urban social problems, and offers small and medium-sized businesses ideas for economic development programs involving the disadvantaged. Included are six hiring and recruitment programs; 15 related to dropouts, job training, and adult basic education; 14 for improving opportunities on the job; and six inner city job development schemes. Several private housing and urban renewal efforts are also described, as well as ventures into such activities as small business counseling, child care, health care, library services, and the stimulation of black capitalism. Numerous private and governmental information sources are noted, followed by a list of American Business Press member publications and international affiliates. (LY)

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Solving the Crisis in Our Cities

REPORT TO BUSINESS NO. 2

A summary of corporate programs designed to help alleviate urban social problems.

A workbook of ideas to help you plan your company's investment in the future of our cities.

AC006434

Published March 1969 as a Public Service by American Business Press, Inc., 205 East 42 Street, New York, N.Y. 10017 212/686-4980

The contents of this booklet represents a sampling of the efforts that are being made by American business to help solve the Crisis in Our Cities.

In selecting the case histories for this report, the objective was to demonstrate the variety of things that are being done, not to catalog *everything* that is being done.

Much of the information was gleaned from the pages of specialized business publications belonging to American Business Press, Inc. A complete listing of member publishing companies is in the back of this booklet.

Other information was reported directly to us by the companies involved. The name and address of each company cited will be found in the Index to Sources, Chapter VI.

It should be noted that some of the programs contained in Report to Business No. 1 have been updated for use in this edition.

The Editors

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CONTENTS

	Page
Foreword	
I. What Business is Doing in Job Training and Employment	4
Hiring and Recruiting Practices	4
Education	6
Job Opportunities	9
Bringing Jobs to People	13
II. Private Housing and Urban Renewal Projects	15
III. Other Ways Business is Helping in the Cities	18
IV. Black Capitalism	21
V. Where to Go for More Information or Assistance	24
Index to Sources	25

FOREWORD

This booklet could have included the names of almost every major corporation in the United States. Since publication of our first report on solving the crisis in our cities, the majority of big businesses have developed and implemented programs to provide jobs, housing, and welfare to the disadvantaged. They have enthusiastically joined in the efforts of such organizations as the National Alliance of Businessmen, the Urban Coalition, and the Urban League, to name just a few.

Yet there remains much more to be done. Designed as a guidebook to offer working ideas that you and your associates can adapt for your own programs, this edition is especially dedicated to small and medium sized businesses who are now beginning to participate in the effort to solve urban problems. As John D. Harper, president of Aluminum Company of America, has said, "It's a matter of concern to me that American businessmen may be tempted to leave it to the corporate giants . . . to solve our urban crisis. . . . We need much broader participation from companies of all sizes. . . . Are they involved in the community and national programs? Or do they feel that, because of their size, they are somehow exempt?"

This booklet is also dedicated to small business in another form. An additional chapter has been added—on the efforts of the private sector to help in the development of black-owned and run businesses. National leaders have realized that, as one Negro phrased it, "Steady jobs are not enough. We had those back on the plantation. What we need now is some dignity." The drive is on now to provide the black community with the dignity of establishing, owning, and running its own complement of private enterprises. The new administration in Washington has made clear its dedication to giving the ghettos' citizens, "A piece of the action."

The business press of America has, through the years, seen as its major function the reporting, analyzing, and initiating of business activity. This booklet encompasses, we hope, all three of these functions. We hope to have even more exciting and innovative programs to report to you in the future.

John B. Babcock
President, American Business Press, Inc.

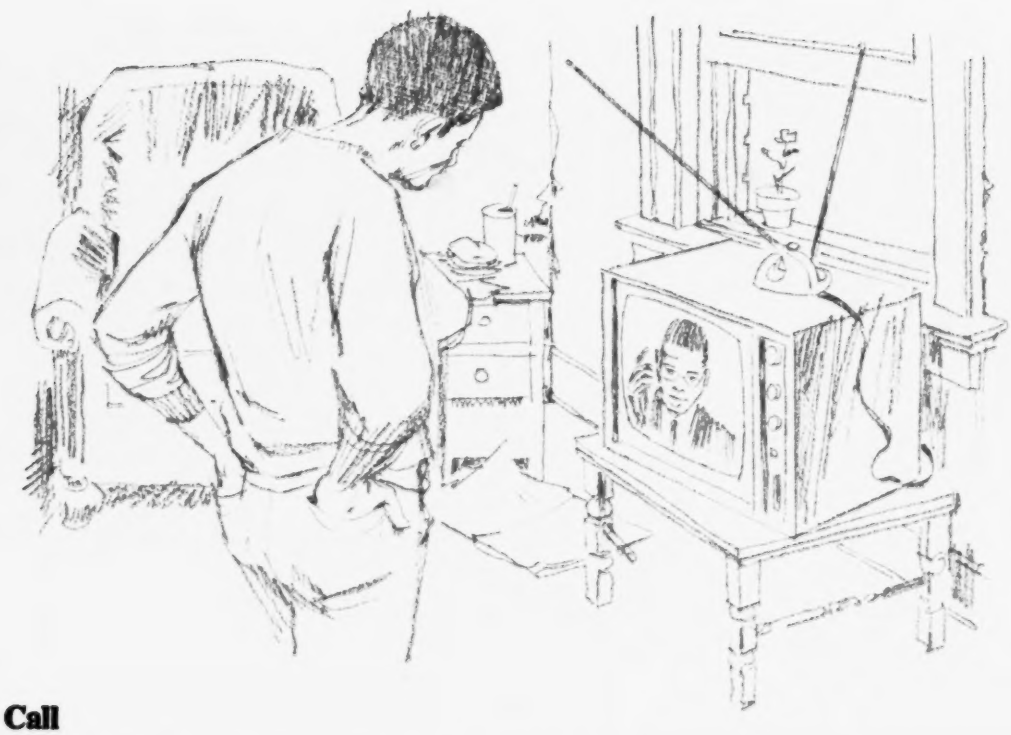
Chapter 1

WHAT BUSINESS IS DOING IN JOB TRAINING AND EMPLOYMENT

Hiring and Recruiting Practices

"Instead of employment practices that screen *out* people, we need ways to screen them *in*."

Gerald L. Phillippe, late Chairman of the Board, General Electric Co.



TV Job Call

In Pittsburgh, Pa., the *H. J. Heinz Co.* sponsors a weekly hour-long television program called "Job Call." The program, with a Negro host, describes job opportunities in the local area and offers counsel and assistance to the job applicant. Heinz foregoes commercial messages and devotes the time to information on such subjects as how to take an employment test, job interviews, good grooming, opportunities in the food service industry, and the importance of staying in school.

Free Want Ads

The Newspaper Agency Corp., Charleston, West Virginia, which prints and distributes three newspapers, offers free "situation wanted" ads to the unemployed, with an ad-taker available for assistance in developing the ad.

Television Recruitment

Inland Steel innovated a unique way to communicate with ghetto residents. One of the company's young black personnel executives was placed as host of a weekly television show called "Opportunity Line." This show broadcasts job openings and invites listeners to call for interviews and possible job placement. The program has met with remarkable success. After 18 months on the air, calls still average approximately 2,000 per show. There have been 150,000 calls since the first program. More than 80 stations have been, or are planning to air an "Opportunity Line" program across the nation. More than 50,000 persons have been "serviced" in some way–including job placement, training, placement counseling, etc.

Mobile Job Van

Flick-Reedy Corp., Bensenville, Ill., has outfitted a van to serve as a mobile job interview and hiring center. It visits job centers, agencies, church, and government organizations, that will screen applicants for the company.

Job Telethon

A 19-hour "Job-a-Thon" patterned after the charity telethons, was used by *television station KTTV* in Los Angeles, Calif., to close the communications gap between the unemployed in the ghettos and their potential employers. From Friday night to late Saturday afternoon, viewers were asked to phone in pledges of jobs for the residents of several low-income areas in the Los Angeles vicinity. The announced result was 25,000 job opportunities. On Monday morning, more than 6,100 job seekers appeared at local state employment offices in response to the offers.

To the Ghettos to Recruit

New recruitment and hiring practices were used by the *Ford Motor Co.,* in Detroit's Inner City. Employment offices were set up in the heart of the slums. Willingness to work took precedence over lengthy tests as the major criterion for hiring. The open-hiring policy was well-publicized to reach the Negro community. Workers who were hired were given bus tickets to tide them over until the first pay day. Special training, emphasizing motivation and responsibility, followed when they were placed at the factory.

EDUCATION

"The factory of the future will have to become a most effective instrument for education in our industrial society, through technological advancement, if it is to satisfy the needs of consumers and the higher ambitions of employees."

Alexander N. McFarlane,
Chairman of the Board, Corn Products Co.

Unmarried Mothers Solve a Clerical Turnover Problem

Discouraged by the high turnover rate in beginning clerical positions, and the continually lower standards of high-school graduates, *Equitable Life Assurance Society* scaled down its conditions for employment, excluding categorically only those youths with I.Q.'s less than 90, narcotics addicts, and perverts. More non-highschool graduates are being hired; poor employment history receives less attention; and police records are reviewed on an individual basis. Unmarried mothers have proven to be the best motivated of the dropout employees; a major problem continues to be lateness and absenteeism. The company is now shifting to deal with emerging problems by supplementing skill training courses with remedial education and providing 16 weeks of vestibule work-study training for the more poorly prepared.

Native Potential Takes Place of Normal Qualifications

In early 1966, *Metropolitan Life Insurance Co.* embarked on an Employment Qualification Program. At the company's request, the New York Urban League, Mobilization for Youth, and other agencies have been referring youngsters who cannot meet normal employment qualifications, but who show promise. Classes in the 13-week program are limited to 15 trainees, so that special personal attention can be given to each individual. Twelve or more hours each week are devoted to basic personal self-development activities under the guidance of the company's training personnel. More than two-thirds of those participating qualify for full-time employment.

Work/Study Program by Schools and Industry

In Cleveland, Ohio, the school system and area business and industry use a former *General Electric Co.* warehouse in a ghetto district as the center for a work-study program to train school dropouts for jobs. Area businesses assigning work to the center pay students for performing it, and hire trainees for full-time jobs after the training period. Diverse school topics include: money management, personal hygiene, good work habits, reading, writing, and arithmetic. The local school system provides some of the basic education and character training, while the basic job of the participating businesses is to duplicate a real factory or business environment.

Staff Tutors Deprived Students

About thirty elementary and high school level students from deprived areas are being tutored by staff members from *Harcourt, Brace & World, Inc.*, who volunteer their time and skills. Students are tutored individually three or more hours per week in such subjects as reading, math, history, science, Spanish, shorthand, and journalism. They come to HBW headquarters, where the company provides curriculum materials and classroom space. An integral part of the program is a new line of books published by HBW, devoted entirely to the achievements of black people in America.

Outside Education Program

Lawran Foundry Co. has found a solution to the problem of the small company that feels it cannot run its own educational program. The foundry employs a total of 70 people. Nine employees meet four days a week with one instructor at a cost to the company of $15 a day. The teacher and program, which stresses basic reading and language skills, come from the Teaching Services Division of Manpower, Inc.

Summer "Earn and Learn" Program

The Iroquois Brewery, Buffalo, New York, initiated a summer program that offered 25 potential high-school dropouts a chance to work mornings and receive instruction afternoons in every phase of the brewery industry–from product handling to advertising and display. "Graduates" of the program report many good job offers on the basis of their participation.

Systems for Success

Eastman Kodak, DuPont, and *Olin Chemical* are a few of the many companies who have successfully used the services of the Board for Fundamental Education–a non-profit organization that designs and develops self-help programs to raise the standards of achievement of undereducated and unemployed men and women. All BFE teachers have social work or counseling backgrounds. Students meet in small symposium-like groups, with teachers stressing individual involvement, high-interest instructional materials, and for each student "a success every day," to eliminate doubts brought on by a life of failures. The program, called "Systems for Success," calls for students to be raised four complete grade levels in 150 classroom hours.

Employees Counsel Potential Dropouts

For the past three years, *Wisconsin Telephone Co.* has run a special summer program aimed at keeping potential high-school dropouts in school. Company employees serve as volunteer discussion leaders for classes of 25. Filmstrips are shown of minority group members performing a wide variety of good jobs. Counselors also visit the students' homes to encourage parents to keep their children in school.

Summer Work in Technical Jobs

Ghetto youths took part in a summer work program in NASA's Goddard Space Flight Center. The key to the project was finding truly technical jobs within the students' capabilities, but at the same time tough enough to open new vistas to them. Many of the participants, who never before even dreamed of further education, are now being encouraged to go to college as a result of finding skills and talents they never knew they had.

Driver Training Helps Fill Jobs

Concerned over figures from the Connecticut State Labor Department and Community Renewal Team showing that 25 job openings per month go unfilled because applicants do not have drivers licenses, *Aetna Life & Casualty* is offering a two-part program to make driver training available to minority youths in its home city, Hartford, Conn. Candidates chosen by the local chapter of the National Urban League will take part in a driver training course run solely at company expense. Aetna will also donate a Drivotrainer classroom trailer to the Hartford school system, thus providing training for up to 1,000 additional students annually and extending driver training to the school system's adult education program.

Training in the 3 R's

Corn Products Company, in cooperation with the National Alliance of Businessmen, is committed to train and hire 300 hard-core unemployed persons in a two-year period from October 1968 to October 1970. About 200 disadvantaged youths, mostly from Chicago, are being hired at the company's Argo plant under a contract with the U.S. Department of Labor. Some 130 youths were hired last summer at various locations under the government's JOBS program and more are expected to be hired this summer. Through educational techniques developed by MIND, Inc., Corn Products' educational unit, the disadvantaged are upgrading their reading and arithmetic skills in preparing for future advancement. So far MIND has upgraded the basic educational levels of over 5,000 persons in 60 companies through audio and visual programmed instruction.

High School Equivalency Program

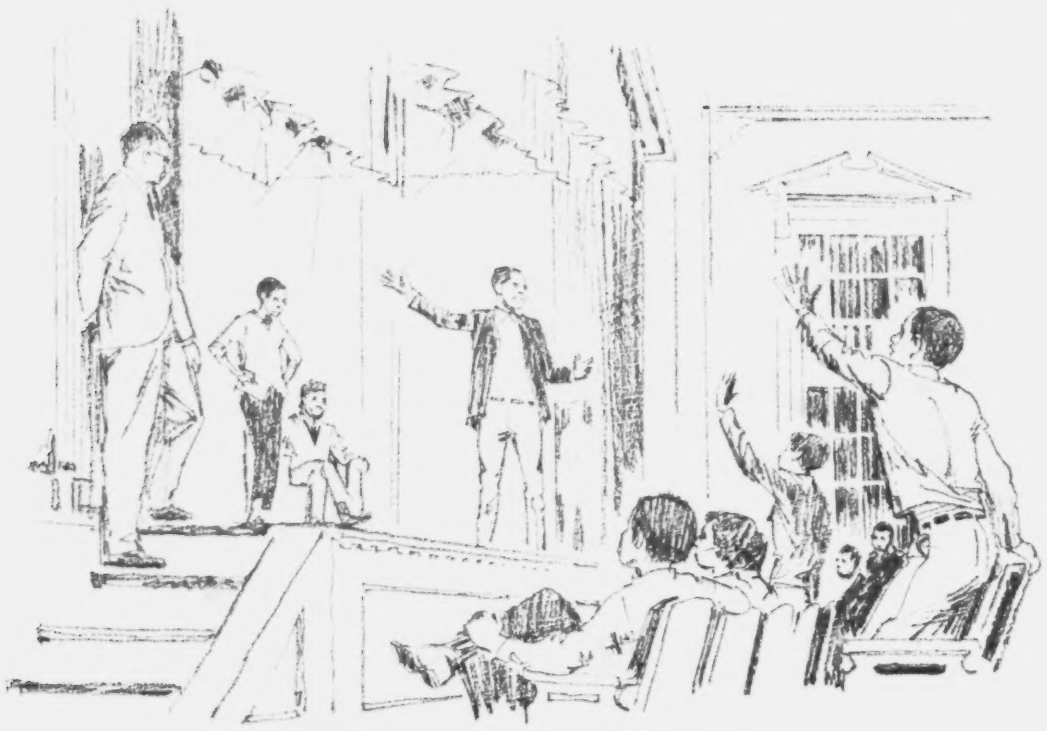
General Electric Co.'s Hotpoint operation in Chicago, in cooperation with the Chicago Board of Education, is running a high school equivalency program. Hotpoint provides the classroom space, books, and materials, and the board supplies the teachers. Employees attend what has become known as "Hotpoint High," on their own time. Last spring, 15 GE employees graduated, two of whom are now taking college courses. This year, the program has been expanded to take in more students, and to provide intermediate or "prep school" instruction, for those who are not yet ready to enter high school.

Industry Adopts High Schools

In Detroit, *Michigan Bell Telephone Co.* has joined forces with Northern High School, and *Chrysler Corp.* with Northwestern High School, in order to upgrade the relevance of education in these primarily Negro schools. The firms offer technical guidance, facilities and counseling services to the school staff while assisting students with orientation and permanent jobs. The program's main objective is to "build a bridge between the world of school and the world of work" so that the students will find the crossing easier.

Junior High Learning Center

Minneapolis was the first city in the nation with a junior high school learning center program enlisting the aid of private industry. Under the program, *General Mills* and *Honeywell, Inc.* each provide financial, staff, equipment, and other assistance to junior high schools in ghetto areas, especially the Lincoln Learning Center, a storefront operation. Learning Center students have been identified by counselors and instructors as likely to drop out before reaching the tenth grade.



Publishing Company Is "Angel" For Drop-out Play

McGraw-Hill, Inc. is one of the "angels," or backers, of plays given by the Knickerbocker Creative Theatre Foundation, Inc. The theater's integrated cast presents a play called "The Winner" at ghetto area high schools in New York City. It depicts the everyday problems and decisions in the life of a boy who is a potential high school dropout. At the climax of the play, the audience is asked what their decision is—will the boy drop out, or won't he?—and invited to come up on stage and create their own ending. After each performance, numerous letters written to the foundation indicate that high schoolers and parents in the audience are newly dedicated to the values of education.

JOB OPPORTUNITIES

Out of Town Training

Ryerson Steel is one of many companies which have found it preferable to conduct initial training somewhere other than the main plant. This is done both to give the trainee a period of adjustment, before he is permanently placed, and to avoid interference with work in the plant. The company takes its new trainees to an out of town location for their first week, enabling them to get a "fix" on their instructors, each other, and themselves. Additionally they are for this first critical week, a captive audience, and cannot easily drop out.

World of Work Sessions

Westinghouse Learning Corp., a subsidiary of *Westinghouse Electric Corp.*, has within its job-training program one unique facet called the "World of Work" sessions. In these, hard core unemployed and instructors explore such areas as attitudes and emotions, grooming and social etiquette, personal appearance, community responsibility, consumer education and work attitudes (promptness, consistent attendance, job courtesy, getting along with others, relations with supervisors and mature approaches to problem solving). One example, an exchange between student and teacher on what to do if a white co-worker calls you "boy."

Supervisors Learn Sensitivity

Mentec Corp., a Bell & Howell subsidiary, orients the supervisory force with a short training program based on the theories of group dynamics (sensitivity or occupational training). One such is a two day supervisor training program sponsored by the Labor Department and designed by the Bell & Howell subsidiary, Human Resources Institute. The course attempts to sensitize the supervisor to the feelings of the new hard core worker. Part of the course consists of a role playing exercise where one supervisor plays the part of the white foreman and another assumes the role of the Negro ghetto dweller. A third person acts as an observer, watching the way the two react to each other. He then points out problems that developed in communication and behavior between the two. The course also helps supervisors handle situations such as tardiness and absenteeism, failure to follow instructions, and unsafe actions.

Diploma Important in Training Program

Some 250 unemployed Negroes are being trained by *International Harvester,* as part of the NAB's JOBS program. Four weeks of pre-job training are climaxed by each candidate receiving a diploma. This, according to the management, is very important in motivating the workers, because, for many, it is the first honor or recognition they have ever received.

Upgrading for Existing Jobs

The Crouse-Hinds Co., New York State Employment Service, and *Syracuse Research Corp.* are participating in the "Syracuse Upgrading Program" offering off-the-job training to employees of the Crouse factory, thus enabling them to apply for higher skilled jobs as openings occur. It is unique in that employees can first find out where the greatest amount of manpower turnover is located, and then train specifically for these jobs, rather than just learning a skill and then going out to find a job.

Tutoring for Bank Jobs

Five years ago, the *Chase Manhattan Bank* launched its Business Experience Training or BET Program. BET gives high school students in high dropout areas part-time jobs and business training and encourages them to stay in school until graduation. Three out of four participants have gone on to permanent positions at Chase Manhattan. Following BET's success, JOB (Job Opportunities in Business) was developed. JOB is for young men usually classed as unemployable. It starts with almost individual tutoring in the basics of reading, language, arts and computational skills. These help bring the trainee's proficiency up to a high school diploma level. While continuing their studies, they are given jobs at the bank.

On the Job Training Preferred by Small Converter

Contrary to the objections of most small companies that they are not as well equipped as the multi-million dollar corporations for helping to hire and train the hard-core unemployed, *Kendall Manufacturing,* a small converter, is trying to train the hard-core and feels

that ". . . it is easier for the small converter to teach the unskilled than the large manufacturer. In a small plant," says president Lowell Kendall, "the unskilled trainee has the opportunity to work alongside an experienced worker, where he not only absorbs on-the-job training, but a sense of job responsibility and pride in his work. This differs from the large plant where classroom instruction is mandatory."

Small Company Succeeds at Training

Oxford Chemicals, Inc. feels a smaller firm like itself, (400 employees), is in a better position to train the hard-core unemployed than larger companies because: a higher percentage of applicants can be attracted those who feel they cannot compete within larger companies; personnel policies can be modified easily and quickly; small structure offers opportunity for experimentation in new and creative ideas. With an application for federal funds under the MA-3 program denied, because the company is not located in one of the 50 target cities, Oxford finances its own. Employees are sent to school at night at company expense, a passing grade being the only stipulation for payment. Middle management cooperation is cited by executives as one of the major factors in success of the program. Periodic dinner meetings with foremen were held at the outset of the program to orient them. Trainees are all assigned to one "trainer" of the same ethnic group. Job classifications on the upward ladder were reclassified to enable trainees to move half a step instead of a full step at a time.

Extra Help After Hiring

Working with the National Urban League, *General Motors Co.* established "Project Opportunity," which committed the company not only to hiring several hundred so-called "unemployables," but also to refrain, for a time, from firing them for tardiness, absence, or lack of ability. If a worker fails to show up for work, one of a committee goes to the malingerer's house, coaxes him out of bed, and delivers him to the factory. If he has personal problems, he is directed to agencies that help solve them. Of the 250 people hired in the Pontiac plant under this arrangement, 182 or 73% of them are still on the job. Very much encouraged, GM is repeating the experiment in other plants. (As of December 1968, GM had hired and trained 120,000 so-called "unemployables" entirely at company expense.)

Labor Department Pays for Training

An 18-month, $1.45 million contract with the U.S. Department of Labor enables *Philco-Ford Corp.* to train 800 "unemployables." The budget provides for teaching quarters, equipment, supervisors, and a small living allowance. The six-week program of counseling, prevocation training, and on-the-job training, contains a unique "recycling" clause, whereby should a trainee "flunk" the on-the-job training stage, he has a chance to repeat the six weeks at Philco, attempting to find out who or what went wrong. This, it is believed, helps keep morale up.

Contractors Combat Labor Union Bias

The Workers Defense League and A. Philip Randolph Educational Fund together formed in 1964 the Joint Apprenticeship Program to tutor minority youths in ghetto areas to enable them to pass apprenticeship tests given by building trades unions. This year, plumbing contractors in Cleveland's Hough area gave the program real force by supplying the youths with application forms and refusing to accept a single apprentice from the local plumber's union until Negroes had been given an opportunity to take the tests. Of 33 JAP-tutored applicants who took the test, 27 passed.

Program Costs Little

ISI Manufacturing employs about 130 in its profit-sharing Warren, Mich., plant. Hard-core unemployed were taken on 20 at a time over the past year and trained with a partial government payment. President of the company reports that these employees have the same retention rate as others hired through traditional methods. Asked about what the program costs are to the company, the president replies "It doesn't cost me anything—about an hour's paper work per week."

Reassessment of Job Requirements

Kaiser Aluminum & Chemical Co. has been active in job restructuring to try and fit the jobs to the men, instead of the men to the jobs. The company found in some instances that it had been paying for skills that the particular job did not really require. For instance, the company suggests finding out if a high school diploma is really related to the job function performed; if an arrest record for drunkenness necessarily means the man is a trouble maker. They also try to reassess intelligence tests in terms of the cultures of the applicants.

Referrals from Anti-Poverty Agencies

The First National City Bank in New York City is currently working with more than 50 anti-poverty agencies both public and private, as well as five agencies serving the handicapped, in an effort to find unemployed persons to hire and train. During the past three years the bank hired over 300 people referred to it by JOIN (Job Orientation in Neighborhoods), and has also hired substantial numbers of people referred by the New York Urban League, East Harlem Youth Employment Service, and many others.

BRINGING JOBS TO THE PEOPLE

"A job you can't get to is no job at all."

H. Ralph Taylor, U.S. Department of Housing & Urban Development

Private Industry in the Ghetto

In the wake of the destructive 1965 Watts riots, *Aerojet-General Corporation* established a new subsidiary, Watts Manufacturing Company, in the heart of the Los Angeles ghetto. Its purpose: to create jobs for the hard-core unemployed in a profit-oriented company. Within two years employment reached 500, a majority of which were unskilled workers trained on the job. Management of the company is drawn from the surrounding black community. The new firm got started making large military tents and large wooden shipping containers. Today it is attempting to convert its tent sewing skills to production of clothing and its woodworking skills to the manufacture of garden furniture.

Appliance Store in Ghetto

Home electronics dealer *Lou Del Padre* of Springfield, Mass. is helping set up an appliance store in the heart of a black ghetto, with the aid of Lester Barber, Jr., head of the city's on-the-job training program. Barber supplied Del Padre with four Negro sales people for other stores, one of whom is now a manager. Working with the Small Business Administration, they will set up the store as a black enterprise with mainly black sales help.

Slum Sites for Factories

Control Data Corporation has built a computer manufacturing plant in Minneapolis' North Side ghetto. About 200 formerly hard-core unemployed are employed in the facility, and employment is expected to reach 275. The company is also planning to establish a major operating facility in a low income area of the District of Columbia. Employment there will eventually total 150-200 persons, with preference given to the unemployed or underemployed residents of the surrounding community.

Bringing the Unemployed to the Suburbs

A growing shortage of vocationally trained people, and an increasing concern for the poverty and discomfort of the inner city, prompted *Raytheon Company*—located in suburbs of Boston, Mass.—to institute a training program. Groups of unemployed are brought to the company's facilities at government expense, and given continuing guidance and training in basic skills. The goverment also provides take-home pay for the trainees. Raytheon guarantees jobs to all successful graduates of the program.

Printing Plant in Ghetto

In the Roxbury section of Boston, *Avco Corporation* has invested $2.3 million plus a $1,148,000 government manpower training subsidy to build a central company printing plant. The plant has hired and trained 230 hard-core unemployed for jobs in the plant. Avco created a consortium of eight small black contractors to actually build the new plant. The Roxbury project is operated by an Avco subsidiary called Avco Economic Systems Corporation which engages in a variety of other urban projects. In Houston and San Antonio, Texas Avco Economic Systems Corporation is operating, for the local homebuilders associations, manpower training projects under the JOBS Program which are providing jobs and training in the construction trades for nearly 700 disadvantaged individuals.

Vestibule Training Operation in Newark Slum

Western Electric has converted a former automobile showroom in a disadvantaged area of Newark, New Jersey, into a satellite plant to provide production, key punch, drafting, and office jobs to the hard-core unemployed. At the branch plant, WE has waived pre-employment testing and normal educational requirements, such as high school diplomas. Job applicants are not necessarily disqualified because of criminal records. Successful participants in the slum area factory are considered for regular employment at the nearby Kearney, New Jersey, plant and at various service division offices.

IBM Leases Warehouse in Brooklyn Ghetto

International Business Machines Corporation has leased an old warehouse in the center of Brooklyn, New York's Bedford-Stuyvesant slum area, and converted it into a computer cable factory. The plant is expected to have 300 employees by the end of this year. IBM is receiving no subsidies or other governmental incentives for this move, but some of its employees may qualify for Federal job-training aid.

PRIVATE HOUSING AND URBAN RENEWAL PROJECTS

"Approximately 8,000,000 urban housing units are substandard and must be replaced with adequate housing at a price the tenants can afford."

William H. Dougherty, Jr.
North Carolina National Bank

Mobile "Town House"

Mobile homes, stacked one on top of another to form 2-story units, are being built by *Magnolia Homes* in a Negro section of Vicksburg, Miss., where only shacks once stood. This project comes under the FHA's experimental housing program. Rents are $115 per unit, partially paid for by rent supplements. The 28 units cost the company about $8,000 each to erect.

Instant Rehab

An "instant rehab" method of renovating tenements was developed and used successfully in New York by the *Conrad Engineering Co.* Buildings are completely gutted, and then new room cores are lowered in through a hole in the roof. The first experimental rehab took 48 hours with special crews working around the clock. Normal work crews will now be used, and the process will take about 170 days. Advantages of this method are that it preserves neighborhoods, does not ruthlessly uproot people, and takes advantage of solid construction where it exists.

New Rehabilitation Materials

Owens-Corning Fiberglas has developed suspended ceilings and a Fiberglas reinforced bathtub and shower unit which were tested for rehabilitation applications. Trial installations are taking place in the company's laboratories, Atlanta's West End Urban Development Project, and the Tishman Realty rehabs in New York City.

Mass Production Housing

Auto assembly methods have been used to turn out a set of 16 town houses in record time at a price that low-income families can afford to pay. The project has been master-minded by concerned Rochester, N.Y. citizens who organized as *Capsule Dwellings, Inc.,* and the *Stirling Homex Corp.,* homebuilders. The ordinary time lapse of three and a half years from planning and financing to completion and move-in stage was cut to ninety days using modules, and straight line production. Each detail and sub-assembly, including nail location, is precisely laid out. The new method also provides training and work for the hard-core unemployed.

Non-Builder Profits from Urban Rehab

Eastern Gas and Fuel Associates, a private Boston utility, showed how a non-builder can participate in urban renewal and acquire a welcome new heating market at the same time. The company invested in a massive redevelopment project in Boston's Roxbury ghetto, and at the same time gained contracts for all new units. The rehabilitation was undertaken by an all-Negro group of investors with a Federal commitment of about $1 million. Eastern Gas and Fuel supplied staff accountants, and legal and executive assistance.

Townhouses with Rent Supplements

A project of 18 two-family houses clustered about a court was built in the Roxbury area of Boston, Mass., a joint venture of *Gardner Construction, Inc.,* and *Kay-Lock, Inc.* The houses are smartly designed, well equipped, and have all the amenities of suburban single family living, including sliding glass doors at the rear opening on a patio. The actual rentals of the units are not low-cost. However, tenants who qualify pay only ¼ of their annual income, with the balance supplied by the Federal government. The total construction cost was $524,600, which averages out to $13,800 per unit for the 38 units. The result was achieved by employing low cost, standardized single-family dwelling construction procedures. Frame construction, asphalt roofs, plywood exteriors, tight layout of plumbing and heating installation, all contributed to keeping costs down.

Upgrading Slum Area

In a decaying area of Philadelphia adjacent to its headquarters, *Smith Kline & French* has taken on several projects to help upgrade the neighborhood. The corporation, in cooperation with the Philadelphia Housing Authority and a private developer, has embarked on a

housing rehabilitation program which thus far has seen 48 run-down houses transformed into 132 modern, low-cost apartments for area residents. SK&F also founded and operates the Spring Garden Information Services Center, a facility which assists residents in obtaining services from existing government and social agencies. SK&F currently staffs the center with five employees, several of whom are bi-lingual. The company also operates a Business Experience and Education Program (BEEP) for inner-city high school students and, last summer, transformed its parking lot into a lighted playground for neighborhood use in the evening.

New Interiors for Slums

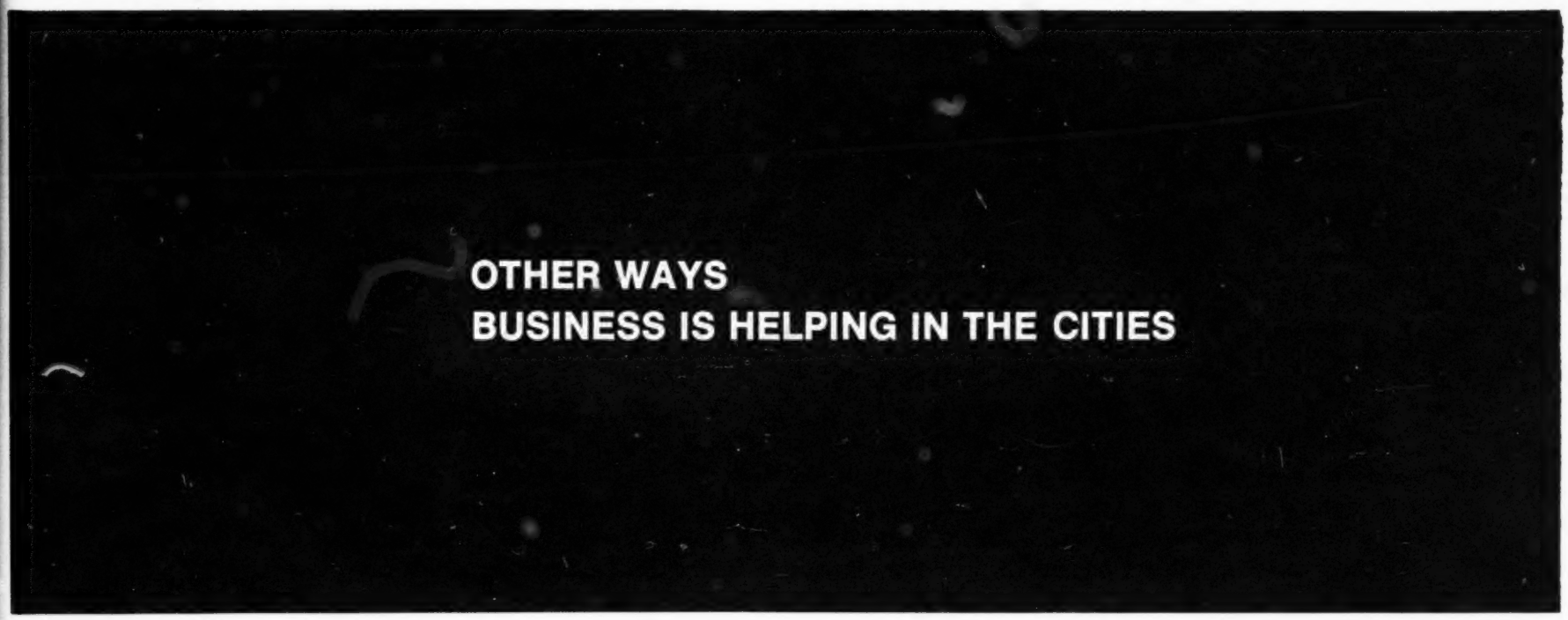
U. S. Gypsum bought six slum buildings in East Harlem in 1965, gutted and rehabilitated them with completely new interiors and returned the tenants to their apartments at higher rents, helped by rent supplements. In the process, the company developed three new products and found a use for an old one that had failed in the home building market. Since the completion of these units the company has continued activity in New York, Chicago, Cleveland, and Detroit. Approximately 1,000 units are completed or under construction.

Appliance Unit for Instant Rehab

Borg-Warner Corp. has developed a new cube pop-in bath and kitchen unit aimed at the "instant rehabilitation" market, and slated to debut in a 13-building project on New York's 107th Street, sponsored by the Frederick W. Richmond Foundation. The core measures close to seven feet square and nine feet tall. It is made up of standard appliances available on the retail market. The 3,390 pound unit features sandwich steel walls filled with polyurethane foam, vinyl covered plywood flooring, and fiber glass reinforced ceiling. Generally, appliances come from the center of the retail price range. The core comes pre-wired and pre-piped and is installed through the roof of a building gutted for rehabilitation.

Researching Rehabilitation

Over a period of four months, *Armstrong Cork Company* rehabilitated a Philadelphia slum building at a cost of $33,000—in roughly half the time and at little more than half the cost of comparable new construction. The 70-year-old structure is now a three-family apartment house. Nine more houses are being redone in Lancaster, Pa., as part of the company's research program designed to determine if this type of structure can be rehabilitated to produce safe, sanitary, decent and attractive homes, using existing financing programs and products and with experimental materials.



Faculty of Businessmen

New York City businessmen and professionals are donating their time and talents to a constructive 16-week program planned with the guidance of the Small Business Development and Opportunity Corporation, for Negroes and Puerto Ricans in Harlem and Bedford-Stuyvesant who already own, or want to open, small businesses. Classes of 20-25 people hear one man lecture each week on his specialty—advertising, sales, marketing, purchasing, etc. In addition to lecturing, person-to-person contact is stressed, with each man available for further consultation and aid. Almost more important than the practical advice they receive, is the fact that the "students" are able to see that business, on a personal level, really does care, is really willing and able to help.

Caring for Employees' Children

In Cambridge, Mass., the *KLH Research and Development Corp.* received a federal grant to help pay the cost of establishing a pilot program to provide an all-day, year-around school for young children whose fathers and/or mothers work in the nearby plant. The company found that many employees were forced to quit, often to go on welfare, because they had no place to leave their children while they worked. Tuition for the school will be based on the employee's ability to pay.

Nutritionist Instructs Ghetto Mothers

Quaker Oats Co. employs a Negro nutritionist who holds classes twice a week in a Chicago neighborhood which is primarily Negro and Puerto Rican. She shows neighborhood women how to prepare balanced meals and stretch food dollars.

Corporate Division for Social Programs

Thiokol Chemical Corp. not only has unique social programs, but a unique way of administering them. It has set up an entire corporate body to carry out efforts in the social field. Called the Economic Development Operations (EDO), it was set up in 1965 at Ogden, Utah. Specific programs include a men's Job Corps training center, a closely allied Advanced Corpsmen Institute to train promising job corpsmen as para-professionals in the social services; a training center for Peace Corps volunteers; a project for educating the American Indian, and others. Although citing altruism as the major motivation, the company can also justify its efforts from a business point of view. EDO generates overall a modest 4% profit. Thiokol also states that EDO will lead the company to diversification, a broadened technological base, and help executives stay abreast of potential new markets related to the country's changing social and economic needs.

Employees Shown Poverty

At *R. J. Reynolds Tobacco Co.,* Winston-Salem, North Carolina, the director of corporate communications arranged for the local anti-poverty agency to conduct an "Experiment in Self-Reliance" to show a group of ten representative Reynolds employees "poverty in depth" in their own city. Their visit (during one evening and the following afternoon) was described in detail, with pictures and frequent quotations of their comments, in a four page spread in an issue of the company publication.

Insurance Industry Pledges $1 Billion to Slums

Last year, leaders of the life insurance industry, representing three trade associations with 348 members that have combined assets of $159 billion and invest some $17 billion yearly, pledged to divert $1 billion of their investment funds from normal channels and apply them instead to helping improve living conditions in blighted urban areas. 80% of the goal had been reached by the beginning of 1969, with estimated investments reaching $825 million. Projects are now financed in 227 cities, 42 states, the District of Columbia and Puerto Rico. $662.7 million has gone to provide 57,589 housing units for low and moderate income families, $188 million has provided 26,436 permanent jobs for the unemployed. Mortgage financing is being provided for construction of new and rehabilitation of low-rent and rent supplement housing.

Health Care Part of Training

Boeing Aircraft has found that health care is a vital part of its program to hire and train the hard-core unemployed. Although absenteeism for trainees is no higher a rate than for regular factory workers, there is more legitimate illness than average. This is because many individuals simply haven't had the money to deal with basic health needs, or the knowledge of where and how health services for the poor are available. For instance, one man interviewed for the program was unalert, unresponsive, and also underweight. The company feared he might not be physically capable of completing training. A medical examination showed that the man had both hearing and vision problems. He was given help in getting medical attention and is now making good progress.

BookmobileTours Ghetto

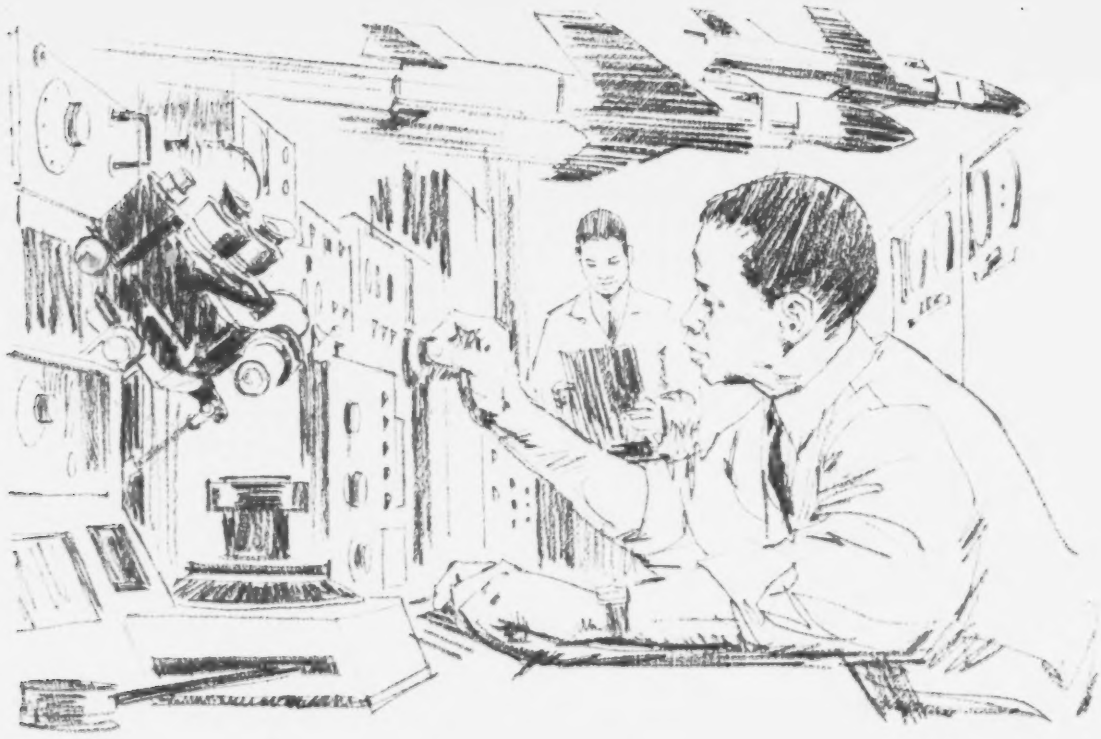
A $55,000 two-year grant from the *Chase Manhattan Bank Foundation,* in cooperation with the Brooklyn Public Library, has brought to the streets of the Bushwick-Bedford Stuyvesant area in Brooklyn a bookmobile that tours the neighborhood lending books to people of all ages. There are no cards, no check out systems, no warnings about taking good care of the books. And, most of them do come back, in good condition too.

Chapter IV

BLACK CAPITALISM

"A man is not free until he owns something and has self-pride."

Reverend Leon Sullivan



First All Black Aerospace Co.

Progress Aerospace Enterprises, Philadelphia, the nation's first black aerospace venture, must have set some new kind of record by making its first delivery only 21 weeks after the idea for the company was conceived by Rev. Leon Sullivan and key management of General Electric's Missile and Space Division. Started off with a $2.5 million sub contract from GE, plus the loan of some of GE's top black management, and office furniture, the company is well on its way now to becoming completely independent of the larger corporation. Totally owned and operated by blacks, the company raised starting capital by selling shares to the black community.

Cooperation Helps Establish Ghetto Plant

Boxbord Containers, a specialized business publication, has started a program in Chicago bringing together financial experts, converting, production, and marketing specialists in an effort to help set up a Negro owned/Negro operated sheet plant in the ghetto. A white-owned sheet plant having business problems in the ghetto was bought, financing provided by the Small Business Administration, Office of Economic Opportunity, and a local bank. A major converter offered technical assistance and business to get the plant started. A number of other converters have expressed interest in farming out piece work and difficult assembly jobs.

Franchises to Black Businessmen

Spic & Span, a drycleaning chain with 70 outlets in Milwaukee, Wis., decided to do something about the calls for more Negro entrepreneurs. The company is franchising all of its outlets to black people. The franchises cost only $1,000 each, and Spic & Span works with a local bank and the Small Business Administration to arrange loans for the franchisers. The parent company also provides managerial assistance. Staff members are on hand constantly at the start to get the new owners going, and then come in at least once a week to check on the operation and offer help. Unlike most franchise operations, this one requires less business experience because the owners buy into an already going concern.

Company Sponsors Black Enterprise

Xerox Corp. has joined forces with a militant Negro organization in Rochester, N. Y. called Freedom, Integration, God, Honor, Today (FIGHT) in forming a Negro-owned corporation to manufacture electrical transformers and metal stampings. Realistic and practical business planning indicates, that, with a Xerox guarantee of $500,000 annually, a training grant from the Labor Department, and the cooperation of the local business development corporation, the plant can gross $1.2 million a year and provide 100 jobs by 1970.

Men's Wear Shops Backed with Credit

Phillips-Van Heusen Co. is spearheading a drive to help minority group members open men's wear shops in ghetto areas. The president of the company personally solicited and received pledges from other manufacturers of nearly $20 million of extended credit for the new stores. The plan is now being put into effect by the Menswear Retailers of America.

Candidates under the program will be given assistance in finding locations, negotiating leases, arranging local bank financing under the Small Business Administration guarantee loan program, design of store layout, and planning of proper merchandise assortment.

Company Finances Industrial Development

In 1967, *Warner & Swasey* rehabilitated and sold at out-of-pocket cost of $130,000 an old apartment building in the Hough area of Cleveland. Two large Negro churches formed a housing corporation, purchased the building, and now operate it. This gives it the unique status of being Negro owned, operated and occupied. The company is currently rehabilitating two more apartment buildings with its own money, to be sold as was done in the first case.

The company last year established a small manufacturing plant in the Hough area to provide employment "on location," and to encourage industrial development in the inner city. The plant has two divisions; one a metal working shop requiring skilled work, and the second a fiber glass pipe manufacturing operation employing unskilled people. Under the plan, the new company and its employees will eventually buy the Warner & Swasey held stock (80%) and it will become independent.

Former Gang Opens Laundromat

Of the 85 known Philadelphia street gangs—whose members range in age from 18 to 25 and number more than 200 per gang—the 12th and Oxford Street gang used to be the most notorious. Recently, the gang, influenced by one of its leaders, entered the field of film making. They formed the 12th & Oxford Film Makers Corp., produced an award-winning film, titled "The Jungle." The gang-corporation developed a plan for opening a laundromat and came to *Philadelphia Gas Works* for counseling and financing. PGW offered a long-term loan, advice from top management and maintenance training, and also hired nine members, eight of whom are performing well.

Conference Helps Minority Businessmen

Western Electric, in cooperation with the Urban League and the Chicago Economic Development Corporation, sponsored an all-day Supplier's Conference in Chicago which brought 170 minority businessmen together with purchasing agents from 52 of America's largest corporations. The first half of the conference consisted of panel discussions covering financial advice and the purchasing needs of big business. Later, purchasing agents manned company booths to meet minority businessmen for sales talks. Several contracts were signed at the conference, and hundreds of follow-up meetings were scheduled.

Chapter V

WHERE TO GO FOR MORE INFORMATION OR ASSISTANCE

LOCAL SOURCES

1. *The Mayor's Office*—talk to his top aide for information on the city's anti-poverty and/or model cities program.
—see his man responsible for liaison with Negro leaders.
2. *Local Chamber of Commerce*
3. *Local Urban League branch*
4. *Local State Employment office*—for hiring Job Corps graduates, or ways of hiring and training ghetto residents.
5. *Local School Board*—see the man most directly concerned with vocational education and ghetto school problems.
6. *Local community action agency* in charge of the city's anti-poverty program.
7. *Local League of Women Voters*

GOVERNMENT SOURCES

On-the-Job Training

1. Booklet–"Employers Guide to On-the-Job Training"
Bureau of Apprenticeship and Training, U.S. Department of Labor, Washington, D.C. 20210
2. On-the-Job Training (provides part of cost of training unemployed and underemployed for entry to high level jobs)
Manpower Administrator, Department of Labor, Washington, D.C. 20210
3. Apprentice Training (mainly for building trades)
Manpower Administrator, Department of Labor, Washington, D.C. 20210

Jobs

1. Opportunities Industrialization Center (source of already trained men and women with entry level skills)
Manpower Administrator, Department of Labor, Washington, D.C. 20210
or
The OIC Institute, Inc., 3639 North Broad Street, Philadelphia, Pa. 19140

Education

U.S. Office of Education (responsible for most federal programs for public schools, including vocational education)
Commissioner, U.S. Office of Education, Washington, D.C. 20202

Housing & Urban Renewal

1. Model Cities Program (wraps up many programs–for housing, jobs, education–city by city)
Secretary, Department of Housing & Urban Development, Washington, D.C. 20410
2. Office of Industry Participation, Department of Housing and Urban Development, Washington, D.C. 20410

PRIVATE SOURCES

1. National Alliance of Businessmen, 726 Jackson Place, N.W., Washington, D.C. 20235
(The task of this organization is to encourage private companies to put 500,000 men and women on the job by June, 1971. It provides the workers and federal funds for training; corporations give the training and the jobs.)
2. Urban America, Inc. 1717 Massachusetts Ave., N.W., Washington, D.C. 20036
(National non-profit organization concerned with improving the social and physical environment in the nation's cities through a broad range of publications and programs. Pioneering work in technical assistance for non-profit housing through development funds and corporations. Supported by contributions and memberships.)
3. Urban Coalition, 1819 H Street, N.W., Washington, D.C.
(National organization for mobilizing the private sector's leadership to cope with urban problems. Local coalitions have now been organized in 30 cities.)
4. National Urban League, 55 East 52nd Street, New York, N.Y. 10022
(A non-profit organization that operates as a community service agency using the tools and methods of social work to secure equal opportunity for Negroes and other disadvantaged minorities. The local branches of the league are involved in education and training, housing, public and voluntary health services, informational services.)
5. Interracial Council for Business Opportunity, Room 400, 110 East 23rd Street, New York, N.Y. 10010
(Membership consists of Negro and white businessmen who volunteer their services to help minority entrepreneurs organize and operate their own businesses. Also sets up pools of funds for guaranteeing loans to Negro businessmen.)
6. National Business League, 3418 Georgia Avenue, N.W., Washington, D.C.
(Membership of businessmen who aid Negroes who want to, or already have, opened their own businesses.)
7. National Businessmen's Council Association, 50 East 42nd Street, New York, N.Y. 10017

(Lining up manufacturing concepts that will work in the ghettos—emphasizing products that can be sold outside the slums. Setting up a committee for export expansion. NBCA will also act as a clearing house for other business groups that wish to set up similar projects in other cities. Groups will supply technical knowledge, management guidance, starting capital, and marketing advice, using both business and government services.)

8. Plans for Progress, Suite 703, 1800 G Street, N.W., Washington, D.C. 20006

(Joint effort by business and government to promote the practice of Equal Employment. Basically a private industry program, with administrative services furnished by the government.)

9. STEP, National Association of Manufacturers, 277 Park Avenue, New York, N.Y. 10017

(The STEP (Solutions to Employment Problems) division of the National Association of Manufacturers distributes as a public service case studies of 70 successful employment and training programs. The Urban Affairs Division of NAM recently has begun a similar action report service for private programs in education, housing, transportation, and environmental conditions, as well as employment.)

10. Service Corps of Retired Executives (SCORE), Room 608, 1441 L Street, N.W., Washington, D.C. 20005

(Operated by the Small Business Administration, SCORE is a voluntary association offering aid to anyone wishing to start or improve a small business.)

INDEX TO SOURCES

AEROJET-GENERAL CORP.
Public Relations Department
9100 East Flair Drive
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AMERICAN TELEPHONE & TELEGRAPH CO.
195 Broadway
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CORP.
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722 North Broadway
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Public Relations Director
XEROX CORPORATION
1250 Midtown Tower
Rochester, N.Y. 14603

MEMBER PUBLICATIONS

Abrasive Engineering
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Administrative Management
Advertising Age
Advertising & Sales Promotion
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Feedlot
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Fleet Owner
Flooring
Food & Drug Packaging
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Forest Industries
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Plant Services
Plastics Technology
Plastics World
Playthings
Plumbing-Heating-Air Conditioning Wholesaler, The
Postgraduate Medicine
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Poultry Meat
Poultry Tribune
Power
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Printing Production
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PTM Magazine
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Purchasing Week

Quality Assurance
Quick Frozen Foods Retailing
Quick Frozen Foods-Trade Edition

Rent-all
Reproductions Review
Research/Development
R N-National Magazine for Nurses
Roads & Streets
Rock Products
RSI-Roofing/Siding/Insulation
Rubber Age
Rubber World
Rural & Urban Roads

Sales Management
School Arts
School and College Food Management
School Management
Scientific Research
Screen Printing Magazine
Service Station Management
Signs of the Times
Skiing Area News
Skiing Trade News
Snack Food
Soft Drink Industry
Soft Drinks
Soft Serve & Drive-in Field
Southern Automotive Journal
Southern Hardware
Southern Hospitals
Space/Aeronautics
Spectator, The
Sports Age
Standard Rate & Data Service:
- Business Publication Rates and Data
- Consumer Magazine and Farm Publication Rates and Data
- Network Rates and Data
- Newspaper Rates and Data
- Spot Radio Rates and Data
- Spot Television Rates and Data
- Transit Advertising Rates and Data
- Weekly Newspaper Rates and Data

Steel
Supermarketing

Telephone Engineer & Management
Textile Bulletin
Textile Industries
Textile Services Management
Textile World
33 Magazine
Tobacco
Tobacco Leaf, The
Tobacco Reporter
Tooling & Production
Toys and Novelties
Traffic Management
Traffic World
Transmission & Distribution
Transportation & Distribution Management
Travel Weekly
Turkey World

Undersea Technology

Variety Department Store Merchandiser
Vegetable Crop Management
Vend
Volume Feeding Management
Water & Sewage Works
Water and Wastes Digest
Water and Wastes Engineering
Weeds Trees and Turf
Western Electronic News
Western Farm Equipment
Western Machinery & Steel World
Western Plastics
Western Underwriter-Life Edition
Western Underwriter-Property and Casualty Edition
What's New in Home Economics
Wire & Wire Products
Wood & Wood Products
Woodworking Digest
World Oil

INTERNATIONAL AFFILIATES

L'Acheteur
Agricultura de las Americas
Alam Attijarat
Applied Therapeutics
Architecture–Concept
Australian Packaging
Australian Paint Journal, The
Automotive World/Automotive World En Espanol

Batiment
British Columbia Lumberman
Building Supply Dealer
Le Bureau
Bus & Truck Transport
Bygge Industrien

Canadian Advertising Rates & Data
Canadian Architect, The
Canadian Audio Visual Review, The
Canadian Automotive Trade
Canadian Aviation
Canadian Builder
Canadian Chemical Processing
Canadian Consulting Engineer
Canadian Controls & Instrumentation
Canadian Electronics Engineering
Canadian Farm Equipment Dealer
Canadian Forest Industries
Canadian Grocer
Canadian Hotel and Restaurant
Canadian Industrial Photography
Canadian Interiors
Canadian Jeweller
Canadian Machinery and Metalworking
Canadian Metalworking/Machine Production
Canadian Packaging
Canadian Paint and Finishing
Canadian Petroleum
Canadian Plastics
Canadian Printer and Publisher
Canadian Pulp and Paper Industry
Canadian Shipping and Marine Engineering News
Canadian Transportation & Distribution Management
Canadian Travel Courier
Canadian University
Canadian Wood Products Industries
Cites et Villes
Civic Administration

Dansk Kemi
Dansk Vejtidsskrift
Design Engineering
Drug Merchandising

Electrical Contractor & Maintenance Supervisor
Electrical Equipment News
Electrical News & Engineering
Electronics & Communications
Elektronik
Emballage
Energy International
Engineering Construction World
Engineering and Contract Record
L'Entrepreneur en Plomberie-Chauffage
L'Epicier
Equipement Industriel
Executive

Farg och Lack
Food in Canada
Furniture and Furnishings Magazine

Genie-Construction
Gifts and Jewellery

La Hacienda
Hardware Merchandising
Heating/Plumbing/Air Conditioning
Heavy Construction News
Home Goods Retailing
Hospital Administration in Canada

Industria Avicola
Industrial Products and Equipment
Industrial World/Industrial World En Espanol
Ingenieria Internacional Construccion
Iron Age Metalworking International

Journal of Commerce Weekly

Konserves & Dybfrost

Lawn and Garden Merchandising

Manufacturers' Monthly
Marketing
Materials Handling in Canada
Medical Post, The
Men's Wear of Canada
Mining in Canada
Modern Asia
Modern Medicine of Canada/ Medecine Moderne du Canada
Modern Power & Engineering
Modern Purchasing

Office Administration
Office Equipment and Methods
Oilweek
Operations Forestieres
Oral Health

La Papeterie
Le Pharmacien
Photo Trade
Plant Administration and Engineering
Plastic
Plastics in Australia
Poultry International
Progressive Plastics
Pulp & Paper International

Quebec Industriel
Quill and Quire
Le Quincaillier

Revue-Moteur
Rydge's Business Journal-Australian & New Zealand Editions
Rydge's Construction, Civil Engineering & Mining Review

School Progress
Shoe and Leather Journal
SMEA–Smede-Maskin-Elektro-Autovaerksteder
Southam Building Guide
Stads-og-Havneingenioren
Style
Sugar y Azucar

Traeindustrien
Transport
Transport Commercial

VVS–Varme-Ventilation-Sanitet

Water & Pollution Control
World Construction
World Farming
World Mining
World Petroleum
World Wood

ERIC Clearinghouse
APR 6 1970
on Adult Education